Common Levels of Support

BACKGROUND

Garrison Customers

Wouldn't it be wonderful if you knew what to expect everywhere you went…….and you knew it would be done well....

Fort "A"

Fort "B"

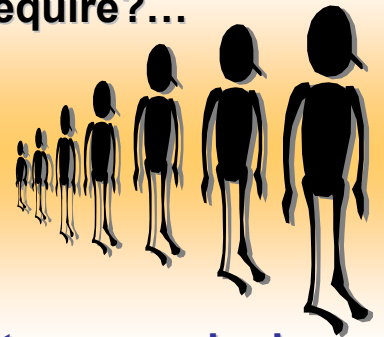**….with CLS you can count on high quality, consistent and predictable services!**

Garrison Managers

Wouldn't it be wonderful if you could always count on receiving the money you need… and the people you require?…

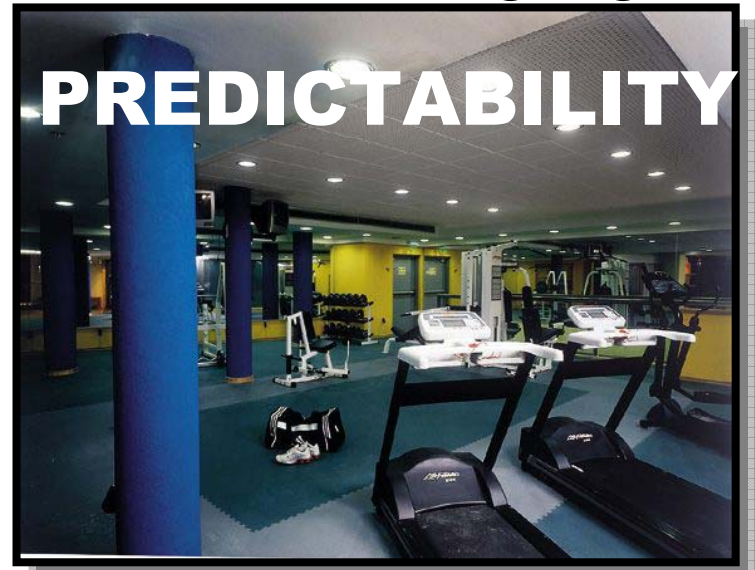**……with CLS…you get what you require in order to deliver high quality services!**

BACKGROUND

Where we are now

VARIATION

Where we are going

PREDICTABILITY

- Highly-variable operating hours
- Equipment of inconsistent quality
- Unpredictable staffing support
- Variable cleanliness standards

- Flexible operating hours
- Standard quality equipment
- Standard Staffing support
- Standard cleanliness
- Physically fit personnel

COMMON STANDARDS

- <u>INFRASTRUCTURE</u> –
INSTALLATION DESIGN STANDARDS (IDS)

  - IMA implements through Installation Design Guides (IDG) as key component of master plans

- <u>SERVICES</u> –
ISR SERVICES STANDARD

  - IMA implements through Common Levels Of Support (CLS) to distribute limited resources equitably

COMMANDER'S GUIDE
Army Installation Standards

Common Levels of Support (CLS)

U.S. Army Installation Management Agency
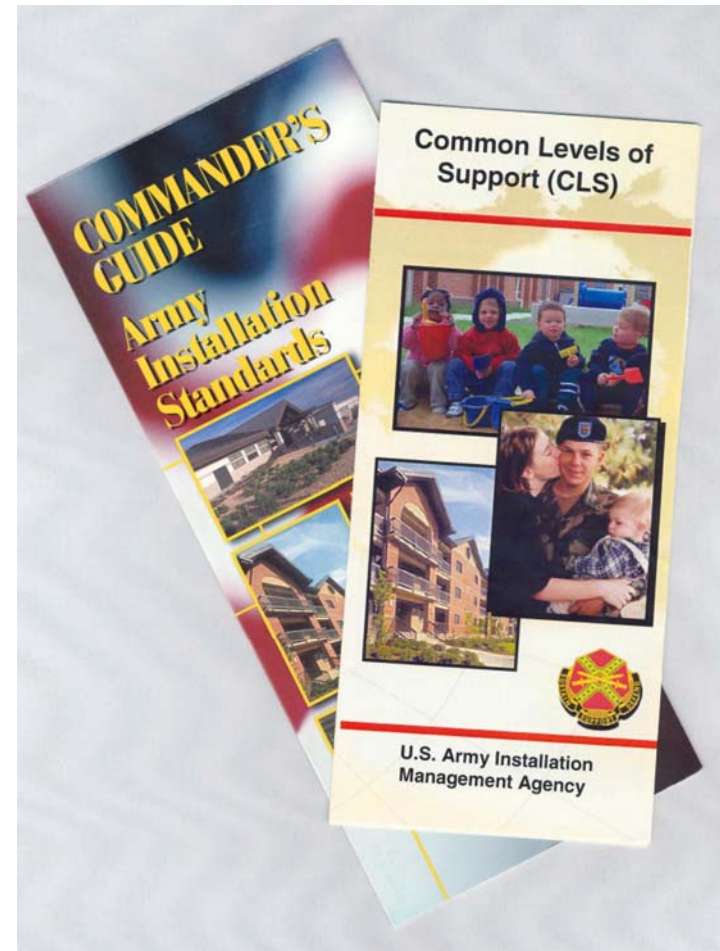
INTENT OF CLS

METHOD FOR ENSURING THE DELIVERY OF HIGH QUALITY BASE OPERATIONS SUPPORT SERVICES WITHIN THE FUNDS AVAILABLE TO THE ARMY YIELDING:

- Consistency and predictability in service delivery across Army installations worldwide

- Equitable funding distribution to Army garrisons

- Visibility of affordable and non-affordable support programs

- Performance metrics for each service support program to consistently measure every garrison

GUIDING PRINCIPLES

- HQDA establishes the service standard

- Services divided into discrete components called Service Support Programs (SSPs)

- SSPs funded to standard or not at all – what we do, we will do well!

- SSPs evaluated for contribution to Army; funded levels adjusted accordingly

- Soldiers, civilians, and families will be aware of what services will be provided

54 BASE OPERATIONS SUPPORT SERVICES

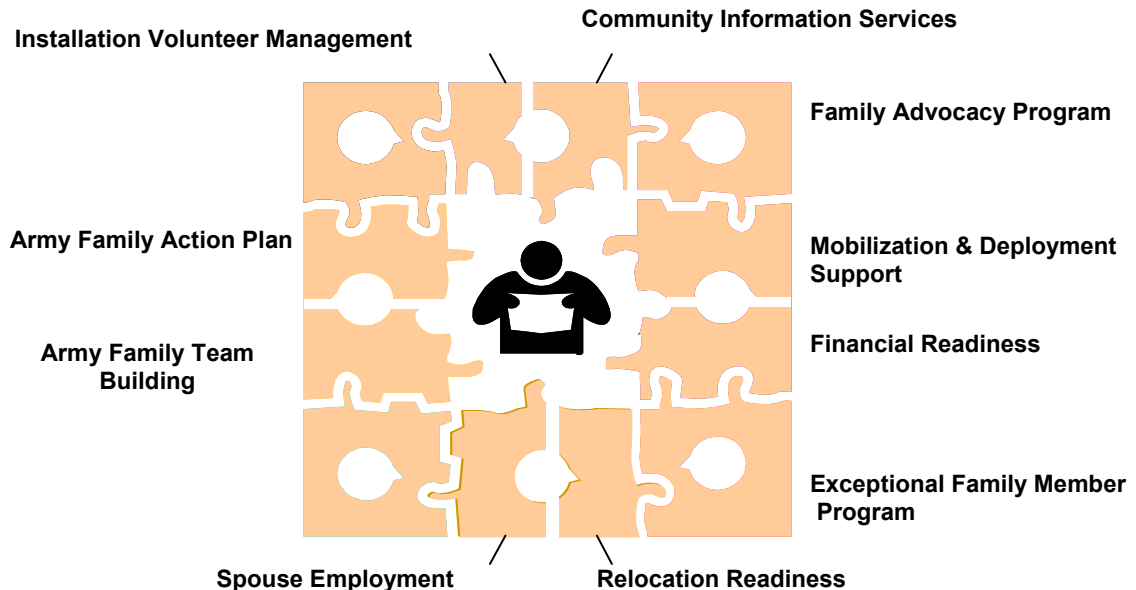| Services	Services
07. (Military) Personnel Manning	48. Other Utility Services
08. (Military) Personnel Services	52. UPH Management
09. Substance Abuse	53. Facilities Engineering Services Management
10. Army Community Services	54. Master Planning
12. Sports, Recreation and Libraries	55. Real Estate/Real Property Administration
14. Continuing Education Services	57. Custodial Services
15. Communication Systems and System Support	58. Indoor Pest Control
16. Visual Information Systems	59. Outdoor Pest Control
17. Document Management	60. Refuse Removal
18. C2 Protect (Information Systems Security)	61. Snow and Sand Removal
19. Automation	68. Fire and Emergency Response Services
20. Information Technology Management	69. Program/Budget
21. Installation Security Program Mgt Support	70. Support Agreement/MOU/MOA Management
23. Ammunition Supply (Services)	72. Installation TDA Management
24. Retail Supply	73. Management Analysis
25. Central Issue Facility	79. Administrative & Civil Law
26. Asset Management	80. Criminal Law & Discipline
27. Materiel Support Maintenance	81. Client Services
28. Transportation Services	82. Religious Support
29. Food Services	83. (Chaplain) Special Staff Work
30. Laundry & Dry Cleaning Services	84. Community Relations
40. Maint. - Improved Grounds	85. News Media Facilitation
41. Maint. - Unimproved Grounds	86. Information Strategies
44. Heating/Cooling Services	91. Installation Management
45. Water Services	92. EEO (Equal Employment Opportunity)
46. Waste Water Services	94. Internal Review
47. Electrical Services	95. Installation Safety and Occupational Health

SERVICE ANALYSIS TEAM PROCESS

SERVICE ANALYSIS TEAM MEMBERS
HQDA PROPONENTS, IMA FUNCTIONALS, GARRISONS, MACOMs/ICs, CONSTITUENTS

SERVICE ANALYSIS TEAMS

- -IDENTIFIED SERVICE SUPPORT PROGRAMS
- -PRIORITIZED SERVICE SUPPORT PROGRAMS
- -IDENTIFIED % OF SERVICE COST
- -DEVELOPED PERFORMANCE MEASURE TARGETS

Installation Volunteer Management

Community Information Services

Family Advocacy Program

Army Family Action Plan

Mobilization & Deployment Support

Army Family Team Building

Financial Readiness

Exceptional Family Member Program

Spouse Employment

Relocation Readiness

SERVICE SUPPORT PROGRAMS (SSPs)

SSP SCORING CRITERIA

Derived from '04 Army Posture Statement

Readiness - Preparedness of a unit is to accomplish its primary missions; right people, training, adequate equipment levels/maintained equipment (includes info tech connectivity & compatibility) mobilization capability, safety and health.

Projecting Power - Rapid mobilization & deployment of manpower, materiel and equipment into theater.

Well-Being - The personal-physical, material, mental, and spiritual-state of Soldiers and their families, civilians, and contractors that contributes to their preparedness to perform and support the Army's mission.

ESTABLISHING SSP PRIORITIES

SSPs IDENTIFIED AS EITHER -

- **MUST FUND**
  - ✓ Required by law
  - ✓ Providing foundation functions and skill sets for a minimum level of service management (i.e.,"open the doors")
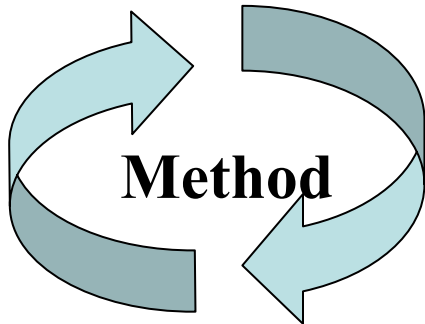 - ✓ Yielding service failure if not provided (i.e., the "breakpoint")

- **DISCRETIONARY**
  Scored according to impact *on Projecting Power, Readiness, and Well Being*
  - ➤ Direct Impact (801-1200 points)
  - ➤ Indirect Impact (401-800 points)
  - ➤ Peripheral Impact (1-400 points)

SAT RESULTS

- 54 SERVICES

- 373 SERVICE SUPPORT PROGRAMS (SSPs)

- 246 SSPs IDENTIFIED AS <u>MUST</u> FUND

- 127 DISCRETIONARY SSPs SCORED & PRIORITIZED

Method

CLS provides the detail to articulate funding shortfalls

SAT RESULTS

Unfunded SSPs!

[10] Army Community Services   Components Performance Measures Installations

SSP	Rank	Cost (%)	SSP Cost	Cumulative Cost	ABS Service Rating	Score	Must-Fund	Description
Installation Volunteer Management	10	2.0%	$1,838	$91,919	Green	656	☐	This program entails recruiting, training, and utilizing volunteers to enhance and expand other installation program capabilities.
Army Family Action Plan (AFAP)	9	3.0%	$2,758	$90,081		825	☐	This program represents a grass-roots effort to solicit issues from local communities regarding ideas to improve Army standards of living to senior Army leadership, DoD, and Congress.
Army Family Team Building (AFTB)	8	6.0%	$5,515	$87,323		962	☐	This program provides soldiers and family members with the information, knowledge and skills needed to gain self-reliance and better utilize the community support programs provided to assist them throughout their spouse's career.
Funded Position								
Spouse Employment	7	6.0%	$5,515	$81,808	Amber		☑	This program provides information and referral services in the areas of employment, education, training, transition, career continuity guidance, and volunteer opportunities to give family members the competitive edge needed to secure employment.
Relocation Readiness	6	6.0%	$5,515	$76,293			☑	This program provides services necessary to support Army personnel and their families as they relocate.
Exceptional Family Member Program (EFMP)	5	9.0%	$8,273	$70,778	Red		☑	This program provides comprehensive and coordinated community support (including housing, educational, medical, and personnel services) to families with special needs.
Initial Position								
Financial Readiness	4	11.0%	$10,111	$62,505			☑	This program assists soldiers and their families to live within their means and invest for the future. Army Emergency Relief (AER) provides emergency loans to soldiers in crisis.
Mobilization and Deployment Support	3	21.0%	$19,303	$52,394			☑	This program provides support to commanders of active and reserve component forces and emergency essential civilians during pre-deployment, mobilization, deployment, re-integration/ reunion, repatriation, mass casualty events, and natural disasters (installation contingency plan).
Family Advocacy Program	2	16.0%	$14,707	$33,091			☑	This program is designed to prevent child and spouse (soldier or family member) abuse. The program also provides temporary substitute care to ensures a child's welfare when the natural family or legal guardian cannot meet that responsibility.
Community Information Services	1	20.0%	$18,384	$18,384			☑	This program provides information concerning local military and civilian service agencies; serves as a link between families and agencies; provides services which can further assist in solving social, economic, medical, or educational problems; and provides the management and planning activity across ACS program components.

Done   Internet

FUNDING SCENARIO

54 SERVICES

373 SERVICE SUPPORT PROGRAMS (SSPs)

Total Requirement *	= $3.7 B
PRESBUD Funding	= $2.6 B
246 <u>MUST</u> Fund SSPs	= $3.0 B

Shortfall To Meet Must Funds = $. 4 B

without additional resources SRM continues as billpayer

127 Discretionary SSPs   **= $ 712 M**

- Direct Impact to Mission SSPs (1-27)   = $247 M
- Indirect Impact to Mission SSPs (28-111) = $407 M
- Peripheral Impact to Mission (112-127)   = $ 58 M

_____

TOTAL UFR w/in CLS   **= $1,105 M***

FUNDING IMPACTS

IMA FLEX - LIMITED TO MOVING FACILITIES/INFRASTRUCTURE SUSTAINMENT FUNDING TO FUND SERVICES

	SRM % of Requirement	BOS % of Requirement
PRES BUD	94%	70%
Cover Must Funds	74%	77%
Cover Direct Impact SSPs	61%	81%
Cover Indirect Impact SSPs	40%	88%
Cover Peripheral Impact SSPs	37%	89%

SRM – Sustainment, Restoration & Modernization (Facilities & Infrastructure)

BOS – Base Operations Support

IMPLEMENTATION

- TAILORED TO EACH GARRISON'S UNIQUE SITUATION:
  - Demographics
    - E.g., dining facilities required at Ft. Bragg; no significant soldier population at Yuma PG means no dining facilities required
  - Geography
    - E.g., snow removal required at Ft. Greely; no snow removal required at Ft. Huachuca
  - Mission
    - E.g., extended hours of training at Ft. Drum requires extended gymnasium operating hours; standard duty hours at Ft. Monroe means normal gymnasium hours

- REQUIREMENTS ABOVE ESTABLISHED CLS:
  - Emergency or urgent one-time mission-based requirements will be met
  - Recurring requirements will be met if approved by the Executive Office of the Headquarters

GARRISON RESPONSIBILITIES

- **TASK 1**: Identify FY 04 cost for each Service (SBC)

- **TASK 2**: -Assign FY 04 cost to SSPs
  -Determine activities/costs outside of SSP parameters

- **TASK 3**: -Assign FY 05 funding by SSP
  -Identify necessary realignment of resources in 06 and 07 to meet full implementation of CLS by 07
  -Identify exceptions

CRITICALITY OF THE TASKS

- Output ultimately drives BASOPS funding in FY 07

- Exceptions will be identified for consideration at IMBOD

- Pain related to divestiture of unfunded SSPs will be minimized

CONCLUSION

• CLS methodology in place and on track

• Fidelity of costs and expenditures by SSP will take time to mature

• Tailoring CLS to each site necessary for successful implementation

• Garrison Commanders will always have the authority to respond to emergency mission needs

• IMA can fully support mission execution by reprogramming SRM $ to BOS

• IMA will layout way ahead at summer 05 IMBOD

SUMMARY

Change is hard… and transition will be difficult

"Not always easy.."

But won't it be wonderful when……

- Service delivery is consistent across Army installations worldwide?

- Funding distribution is equitable among all Army garrisons?

- Service Support Programs costs are visible - enables strategic funding decisions?

- Army Soldiers, civilians and family members can rely on consistently high quality service delivery?

Backup

CONCLUSION

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